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ABSTRACT

Teachers need flexibility to adapt to the uncertain situations and unique needs they confront in their classrooms. Most efforts to reform public education address the needs of teachers at the expense of administration--and vice versa--reinforcing the tangled relationships and patterns of compromise and conflict they are meant to solve. This book analyzes the nature of the relationships between individual professionals and the organizations that employ them and examines the pressures that are emerging to redefine those relationships. The authors present a new perspective on the work of teachers, the management of schools, and the efforts to reform them. Eight chapters comprise the book and are entitled: (1) "Introduction: Professionals in Bureaucracies"; (2) "The Work of Teachers"; (3) "Autonomy and Control"; (4) "Restructuring the Job of Teaching"; (5) "Compensating Teachers"; (6) "Structuring Participation"; (7) "The Changing Role of Unions"; and (8) "Conclusion: Restructuring Relationships in Schools." An index is included. (Contains 316 references.) (RR)

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